

LEADERSHIP FOUNDATIONS

PLANNING AND DEVELOPMENT'S TRAINING CALENDAR

For Missouri State Government Leaders

Is trying to find time for training getting you frazzled?

Managers and supervisors must often balance multiple projects, deadlines and meeting organizational goals with their own professional development needs.

Consequently, time and conflicting schedules are often cited as the reasons why managers and supervisors cannot attend the training they need.

Acknowledging the important role training plays in professional development and how difficult finding the best time to attend a workshop can sometimes be, Planning and Development is beginning the new year by offering a flexible calendar for many popular workshops.

**Look for
information on
new classes and
special class
times
inside!**

January
February
March
2004

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Depending on the number of people interested in a specific workshop, it's possible to bring it directly to your agency.



Instead of sending one or two people at a time away from the "office" for the workshop, consider the efficiency of bringing the workshop to your entire management team. There are no travel arrangements to make for team members and no unnecessary travel time away from work.

Planning and Development is ready to help you align their programs and services with your team or department's specific professional development needs.

To find out how, contact your agency training coordinator or call Planning and Development at 573.751.4514.

The Management Training Rule

(1CSR20—6.010—MANAGEMENT TRAINING)

The Revised Management Training Rule became effective June 1, 2001. It prescribes guidelines and standards for training managers and supervisors in state agencies. These guidelines and standards provide a framework for developing and maintaining leadership effectiveness consistent with the needs and mission of each department

Who is covered by the Management Training Rule?

Supervisors, managers and executives in state agencies (excluding elected officials and institutions of higher learning).

What is required?

A state employee entering a supervisory or managerial position is required to complete a minimum of 40 hours of training within the first year on the job. After that, every manager and supervisor is required to take at least 16 hours of continuing competency based training each year.

What is competency based training?

Competency based training refers to the specific skill or skills that a training workshop is designed to address. A competency based training workshop typically focuses on one or two central themes, or development areas. Planning and Development designs each of their workshops to address only one or two specific competencies. This ensures that the time a manager or supervisor spends in a workshop is used to develop a specific skill (or need) – and allows each manager and supervisor to make an informed decision about what workshop they want to take.

What are the benefits?

The intent of the Rule is to encourage managers and supervisors to select training that builds specific competencies (skills) they need to be successful in their job. Managers and supervisors have the responsibility to effectively use, for their personal self-growth and career development, the training opportunities provided. And are encouraged to meet with their supervisor to determine which workshops are right for them.

What competencies are offered?

Supervisors and managers can choose among 24 competencies from which to obtain professional development.

- | | |
|-------------------------|---------------------------|
| 1. Accountability | 13. Perceptiveness |
| 2. Computer Literacy | 14. Planning |
| 3. Creative Thinking | 15. Political Awareness |
| 4. Customer Service | 16. Problem-Solving |
| 5. Decisiveness | 17. Self-Direction |
| 6. Financial Management | 18. Strategic Thinking |
| 7. Flexibility | 19. Team Work |
| 8. Influencing | 20. Technical Knowledge |
| 9. Integrity | 21. Verbal Communication |
| 10. Mediating | 22. Vision |
| 11. Mentoring | 23. Written Communication |
| 12. Negotiating | 24. Workforce Management |

What's New This Quarter?

Don't miss the opportunity to enroll in three NEW workshops!

NEW! Coping with Tough Times

Managers and supervisors often find themselves in stressful and emotionally overwhelming situations. This four-hour workshop introduces a variety of problem-solving strategies designed to help anyone in a leadership role work through difficult situations. Strategies may include how to help others cope with a changing work environment, problem solving, establishing support networks and keeping the stressors of daily living in its proper perspective. At the heart of this workshop is learning and reinforcing how to activate the positive forces within yourself to eliminate or reduce any negatives from your personal and professional life.

Premieres January 22

8:30 – 12:30

\$60.00

NEW! Generational Differences

The need to adjust to differences in the workplace and learn to accept different individual differences is an ever-growing need in today's workplace. This four-hour workshop will give managers and supervisors an opportunity to discuss and learn strategies for dealing with differences, which may include age, race, class or gender. This session will give participants an opportunity to explore generational differences that may impact or influence workplace outcomes.

Premiers February 26

8:30 – 12:30

\$60.00

NEW! Business Writing

This one-day workshop reviews the essential steps in the development of sound business-related documents. The process begins by examining basic grammar, sentence structure, and syntax. Next, participants will develop an understanding of the purpose of written communication; conducting an audience analysis; organizing and outlining key concepts the writer wishes to communicate; creating rough drafts; and reviewing and revising the final draft of a business document. Participants will also examine the creation, outline, organization and format of memos, letters, reports, proposals and e-mails. The workshop also explores areas such as accentuating the positive when presenting negative information, establishing an appropriate tone, and focusing on selling points.

Offered March 25

8:30 – 4:30

\$60.00

Consider the special times offered for some popular *workshops:

Do you want to attend two workshops in one day?



January 13

Handling Emotions Under Pressure

8:00 – Noon.

Raising Difficult Issues with Your Team

1:00 – 5:00 PM

March 11

Building A Foundation of Trust

8:00 – Noon

Working Together

1:00 – 5:00

March 17

Forward Thinking

8:00 – Noon

Launching and Refueling Your Team

1:00 – 5:00

Looking for a mid-morning start time?

January 15

Preventing Sexual Harassment

10:00 – 3:00

Is it easier to schedule training in the afternoon?

February 18

Communication Skills for the Manager

12:30 – 4:30

**The cost of each workshop is \$60.00*

Training Calendar

Open Enrollment Workshops

JANUARY

9TH FRIDAY

How To Be A Mentor
8:30 – 12:30
\$60.00

13TH TUESDAY

Handling Emotions Under Pressure
8:00 – Noon
\$60.00

13TH TUESDAY

Raising Difficult Issues with Your Team
1:00 – 5:00
\$60.00

15TH THURSDAY

Preventing Sexual Harassment
10:00 – 3:00
\$60.00

21ST WEDNESDAY

Redirecting Employee Performance
8:30 – 12:30
\$60.00

22ND THURSDAY

Coping with Tough Times
8:30 – 12:30
\$60.00

28 – 29TH WED & THURSDAY

Basic Supervision
8:30 – 4:30 (Both Days)
\$90.00

FEBRUARY

3RD TUESDAY

Employee Performance Planning and Appraisal
8:30 – 4:30
\$60.00

10TH TUESDAY

Managing Change
8:30 – 12:30
\$60.00

18TH WEDNESDAY

Communication Skills for the Manager
12:30 – 4:30
\$60.00

19TH THURSDAY

Giving and Receiving Constructive Feedback
8:30 – 12:30
\$60.00

24TH TUESDAY

Managing Multiple Projects
8:30 – 12:30
\$60.00

26TH THURSDAY

Generational Differences
8:30 – 12:30
\$60.00

MARCH

4TH THURSDAY

Bringing Out the Best in Others
10:00 – 3:00
\$60.00

9TH TUESDAY

Supervisory Liability
8:30 – 4:30
\$60.00

11TH THURSDAY

Building A Foundation of Trust
8:00 – Noon
\$60.00

11TH THURSDAY

Working Together
1:00 – 5:00
\$60.00

17TH WEDNESDAY

Forward Thinking
8:00 – Noon
\$60.00

17TH WEDNESDAY

Launching and Refueling Your Team
1:00 – 5:00
\$60.00

23RD TUESDAY

Motivation in State Government
8:30 – 12:30
\$60.00

25TH THURSDAY

Business Writing
8:30 – 4:30
\$60.00

Building a strong foundation

If you are interested in taking a training session, consider the following:

Discuss your reasons for taking the class with your supervisor before you go – even if you know he or she will approve your request.

Tell your supervisor what you hope to gain from attending the class and find out if your supervisor has some specific learning expectations in mind for you too.

Schedule a brief meeting with your supervisor no later than one week after the class to discuss what you learned and how you can incorporate it into your work.

Agency Specific Training

Each month, PDS provides agency specific workshops at various locations across the state not listed in this calendar. If you believe you have been scheduled to attend a PDS workshop not listed here, it may be because the workshop is just for your agency and not open to general enrollment. Please contact PDS, or your agency training coordinator to ensure the information you have is correct.

Descriptions of each workshop are provided on subsequent pages

All open enrollment workshops are held in Room 430 of the Truman Office Building in Jefferson City unless stated otherwise



Course Descriptions

Descriptions are provided for open enrollment workshops being offered this quarter. For a complete list and description of all workshops offered by the Planning and Development Section, visit us on the web at www.pds.mo.gov

Competencies associated with each workshop are printed in *italics* under each workshop title.

Basic Supervision

Workforce Management

No one has more influence over those employees who must get the work out than the front-line supervisor – and no one is more constantly exposed to the problems and frustrations of getting the job done. However, many new supervisors experience difficulty making the transition from the person who has been doing the work, to being a supervisor of the employees doing the work. This two-day workshop emphasizes the transition from technician to supervisor and the fundamental skills that every supervisor and manager must master – time management, delegation, leadership, and feedback. This workshop helps the participant understand an employee's process of learning information and how supervisory "style" influences supervisory decisions. This workshop also includes activities to apply the information to actual work situations.

Bringing Out the Best in Others

Mentoring and Teamwork

Coaching employees is one of the most important skills a supervisor must possess. Yet, it is one of the skills that is most often lacking. Effective coaching maximizes the performance of everyone in the organization – managers, supervisors, and employees. This four-hour workshop describes the role of a coach and why everyone in the organization needs to be a coach. It will also identify behaviors to support coaching, and demonstrate techniques to coach others formally and informally.

Building A Foundation of Trust

Integrity and Perceptiveness

Without trust, a team is neither cohesive nor productive. This four-hour workshop explores how management can help a group form into a team; why storming is important to a team; the creation of group norms; and how to keep the energy once the team is performing. Using the Basic Principles, supervisors can help employees focus on the issue, not the person, which is a foundation for building trust.

NEW! Business Writing

Technical Knowledge and Written Communication

This one-day workshop reviews the essential steps in the development of sound business-related documents. The process begins by examining basic grammar, sentence structure, and syntax. Next, participants will develop an understanding of the purpose of written communication; conducting an audience analysis; organizing and outlining key concepts the writer wishes to communicate; creating rough drafts; and reviewing and revising the final draft of a business document. Participants will also examine the creation, outline, organization and format of memos, letters, reports, proposals and e-mails. The workshop also explores areas such as accentuating the positive when presenting negative information, establishing an appropriate tone, and focusing on selling points.

Communication Skills for the Manager

Verbal Communication and Influencing

A study of the informal communication network in the workplace contended that 70% of communication in an organization occurs at the informal "grapevine" level. Therefore, it is crucial that managers not only be understood, but also work to understand others. This four-hour class discusses how implied power and perceived power influences the communication process. The class will also help managers focus on unleashing their team's talent by encouraging them to "seize" daily communication moments.

NEW! Coping with Tough Times

Flexibility and Self-Direction

Managers and supervisors often find themselves in stressful and emotionally overwhelming situations. This four-hour workshop introduces a variety of problem-solving strategies designed to help anyone in a leadership role work through difficult situations. Strategies may include how to help others cope with a changing work environment, problem solving, establishing support networks and keeping the stressors of daily living in its proper perspective. At the heart of this workshop is learning and reinforcing how to activate the positive forces within yourself to eliminate or reduce any negatives from your personal and professional life.

Employee Performance Planning and Appraisal

Workforce Management

This one-day workshop focuses on the Employee Performance Planning and Appraisal system (EPPA) as a tool for managing performance and developing employees. Participants will learn how pre-appraisal planning can aid in planning the work and planning for employee development, and how proper documentation and observation can provide a performance discussion outline for the supervisor. Participants will get hands-on experience writing correct components and expectations to help them in their final summary of employee performance.

Forward Thinking

Perceptiveness and Planning

This four-hour workshop helps a manager avoid two common pitfalls in managing organizational change: reacting to change rather than anticipating it, and assuming that the responsibility for keeping the entire organization moving forward rests with just a few "top people." During the workshop, participants will learn about open systems thinking and how it can help organizations adapt to changing conditions; and assess the potential impact of eight key environmental influences. Additionally, participants will discuss effective ways to deal with obstacles that may impede organizational improvement. Participants will leave with a plan they can use to immediately apply forward thinking concepts with their own teams.

NEW! Generational Differences

Integrity and Perceptiveness

The need to adjust to differences in the workplace and learn to accept different individual differences is an ever-growing need in today's workplace. This four-hour workshop will give managers and supervisors an opportunity to discuss and learn strategies for dealing with differences, which may include age, race, class or gender. This session will give participants an opportunity to explore generational differences that may impact or influence workplace outcomes.

More descriptions on the next page

Course Descriptions

Giving and Receiving Constructive Feedback

Mentoring and Verbal Communication

John Miller, author of the *QBQ! (The Question Behind the Question)* states that, "management identifies communication to employees as the most critical business problem today." Supervisors and managers spend about 80 percent of their time communicating and giving feedback to staff, coworkers, other agencies and the public. This four-hour workshop provides tips on giving and receiving constructive feedback from supervisors, employees, and customers using five key actions – conveying positive intent, describing specific observations, stating the impact of the action, responsiveness of both parties, and opening the door to problem solving.

Handling Emotions Under Pressure

Integrity and Self-Direction

If you are bored, angry, confused or frustrated at work, it is sometimes hard to figure out what is really the cause. Emotional situations are a natural part of working together, but quite often these negative emotions are a symptom of a deeper problem, preventing you and your team from reaching goals. Your emotional reaction, another person's emotional reaction, and the issues or reasons behind the emotion are the three major challenges discussed in this four-hour workshop. In addition, specific actions discussed in class for handling emotions under pressure allow the participant to apply techniques to real-work situations.

How To Be A Mentor

Mentoring and Technical Knowledge

This four-hour workshop deals with identifying the criteria for creating an effective mentoring program and outlines the beneficial outcomes of using mentors within the agency. Participants will leave with an understanding of the pitfalls involved with some mentoring programs; and help in developing the criteria needed to select appropriate mentors for persons to be mentored. The workshop will also look at the different types of mentoring assistance and discuss the benefits of each type.

Launching and Refueling Your Team

Self-Direction and Teamwork

The success of the team must be of paramount importance to any organization. The objective of this four-hour workshop is to help each participant become a more productive team member and team leader. The design focuses on understanding a team's mission and the dynamic nature

of how its members work together. Participants will learn methods to gain a shared vision and commitment; a greater appreciation and respect for individual team members; wisdom from mistakes; and a greater understanding of the team's work in achieving its vision.

Managing Change

Flexibility and Strategic Thinking

Change in any organization is influenced by two opposing forces – one that drives for change and one that resists. Many employees respond to change by resisting through a variety of ways. This four-hour workshop uncovers what happens to employees during change and the resistance that may be encountered with the team. Participants will explore how they can manage and cope with change and resistance from others.

Managing Multiple Projects

Accountability

This four-hour workshop will help the manager and supervisor learn practical techniques and solutions to project management and avoid common project mistakes. Participants will learn to establish a flow in project management and identify critical timelines from non-critical activities. In addition, participants will learn the importance of establishing priorities within the project, and providing lines of supervision and accountability.

Motivation in State Government

Workforce Management

Well-intentioned supervisors are often permanently frustrated when motivational techniques they try only once don't work. In many cases, all that's needed is some minor adjustments in a technique for an approach to produce positive results. This four-hour workshop discusses movement versus motivation and the factors influencing motivation in the employee. Participants are shown how the employees' desire for activity, ownership, power, affiliation, competence, achievement, recognition, and meaning - have the potential for releasing enormous amounts of motivational energy.

Preventing Sexual Harassment

Workforce Management

This four-hour workshop is designed to increase the participant's ability to identify and resolve instances of sexual harassment in the workplace should they occur. Participants will examine management's responsibility in preventing sexual harassment and handling complaints of sexual harassment – and the role and responsibility of each team member in preventing sexual harassment. Options and procedures in reporting sexual harassment will also be discussed.

Raising Difficult Issues with Your Team

Negotiating and Problem Solving

The ability to raise difficult issues is a skill that all team members need to develop. Often, managers, supervisors, as well as team members hesitate to bring difficult issues to the team's attention. As a result, productivity and team cohesiveness suffers. This four-hour workshop will identify typical sources of tension that can affect team performance, discuss the benefits of raising difficult issues, and the role trust plays in raising the issues. In addition, participants also learn step-by-step techniques for incorporating these skills into their daily routine to help maintain strong professional relationships.

Redirecting Employee Performance

Influencing

Dealing with performance issues can be a time-consuming responsibility. This four-hour workshop provides assessment tools that can be used to identify performance issues, understand why an employee is not performing up to standard, and determine a course of action. Participants will also discuss the role of attitude in the workplace and how to address issues in which attitude is affecting performance. The workshop also provides tips and techniques on how to sustain improved performance once changes have been made.

Supervisory Liability

Accountability and Technical Knowledge

This full-day workshop provides a basic understanding of the liability inherent in your job as a supervisor and emphasizes managing the workforce responsibly in order to minimize legal difficulties. Topics include: The EEOC; popular lawsuits; civil liabilities; employment liabilities; vicarious liabilities; defenses against litigation; assumption of risk and contributory negligence; and internal paperwork vs. litigation.

Working Together

Integrity and Perceptiveness

Every team follows written or unwritten "rules" that exist to promote respect, cooperation and productivity. At times, circumstances can compel one or more team members to move away from these rules, causing concern and unrest among other members of the team. This half-day workshop will examine common workplace "rules," why team members sometimes can't or won't follow these rules, and what techniques or actions other team members can use to help them cope with and resolve these situations.

Enrollment Information

Class size is limited. Participants are placed in open training sessions in the order that enrollment forms are received by the Planning and Development Section (PDS).

Participants enrolled in a training session will receive advance confirmation of their enrollment indicating the date, time and location of the session.

PDS reserves the right to cancel a training session if there is insufficient enrollment. If a training session is cancelled, PDS will notify each participant.

Confirmed participants will be billed unless cancellations are received ten (10) working days prior to the date of the class.

If you are unable to attend a scheduled class, another employee from your agency may attend in your place. Please let PDS know in advance if possible.

If you do not attend the class in its entirety, you may not receive a certificate of completion but you can still be billed.

If you must cancel an enrollment, please complete the following steps:

Step1

Call us at 573.751.4514. PDS will cancel your enrollment and provide you with dates for future sessions if desired.

Step 2

After your phone call, please follow-up with an e-mail or Fax to officially cancel your enrollment.

E-Mail:

mahert@mail.oa.state.mo.us

Fax:

573.751.8641

TDD:

573.526.4488

Selection procedures comply with Title VII of the Civil Rights Act of 1964 (amended by the Equal Opportunity Act of 1972).

Application for Enrollment

You can register for a Planning and Development workshop in several ways:



Enroll on-line at:
www.pds.mo.gov



Mail this application to:
Planning and Development
Office of Administration
Division of Personnel
Room 430
Truman Office Building
Jefferson City, MO 65102



Fax this application to:
573.751.8641

Name of Course _____

Date of Course _____

Participant's Name _____

Social Security Number _____

Job Title _____

Department/Agency _____

Division _____

Section _____

Agency Address _____

Include city, state and zip code if outside Jefferson City. If within Jefferson City, please use the inter-agency mailing address

E-Mail Address _____

Phone _____

Name of Supervisor _____

Supervisor's Phone _____

Supervisor's Address _____

☐ **My supervisor has authorized my attendance in this workshop.**

☐ **I/This participant will need special accommodation in compliance with the Americans with Disabilities Act. A staff member can call me to discuss the accommodation at the following telephone number:**

Please keep a copy of this application for your records.

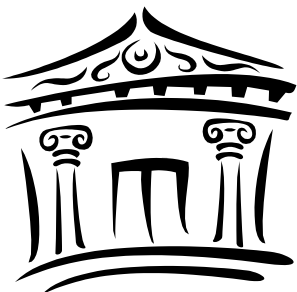
Planning and Development Section
Office of Administration
Division of Personnel
Room 430
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JANUARY

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PLANNING AND DEVELOPMENT'S

FOUNDATIONS

TRAINING CALENDAR

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